



High Potentials Under High Pressure in India's Technology Sector

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examines and documents workforce demographics and their impact on employees, companies, communities, and society. In particular, the Center identifies how women's underrepresentation affects corporate governance and executive teams, and it explores how diverse leadership contributes to business success. By verifying gaps in representation and creating results-oriented solutions, the Center's findings and recommendations help organizations diversify leadership.



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exposes root causes of gender gaps from the classroom to the boardroom, conducting research that sorts myth from fact, identifies the true problems that hold women and other underrepresented groups back from advancement, and provides a solid basis for more effective talent development. The Center's findings allow businesses, media, governments, and individuals to gauge women's progress and develop solutions and action plans to advance women into leadership.



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About Catalyst

Founded in 1962, Catalyst is the leading nonprofit organization expanding opportunities for women and business. With offices in the United States, Canada, Europe, India, and Australia, and more than 700 members, Catalyst is the trusted resource for research, information, and advice about women at work. Catalyst annually honors exemplary organizational initiatives that promote women's advancement with the Catalyst Award.



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In 2012, the Indian technology industry had \$100 billion in revenues and contributed 7.5% to India's GDP, generating approximately 230,000 jobs, directly employing nearly 3 million and indirectly employing nearly 9 million people.¹ The technology sector in India is uniquely positioned to change India's economic outlook, and women in the technology sector can play an important role in this transformation.²

Catalyst research shows that even among high potentials,³ women start off at a disadvantage compared to men. From their very first job post-MBA, high-potential women lag men in pay and

job level. **But in India's technology sector, things are different. High-potential women and men start out on an equal footing when it comes to job level and pay.**

Unfortunately, despite this extremely promising start, a gender gap emerges over time. Women earn less, receive fewer developmental opportunities that lead to advancement, and bear more responsibility at home compared to men. All these factors coalesce to contribute to a lack of female talent in critical senior level positions in India's technology sector.

A FAMILIAR STORY FOR HIGH-POTENTIAL WOMEN IN INDIA

"I have to decide by Wednesday," Latika explains to her friends Mona and Ritu as they stroll around the grounds of their large apartment complex in South Bangalore. "Both options sound good to me, but for different reasons."

"You were really excited about the company in Mumbai that was letting you work from home—is that one of the options?" Mona asks.

"Yes, it is. They're very flexible. And the best part is, it will be full of learning and new challenges for me—I've never worked in product teams before!" Latika says. "The team is small but very smart and supportive. Plus, with Sonu just starting school, I'll still be around to help him adjust."

"So what's the conflict?" Ritu asks. "It sounds great!"

"Oh, Ritu," Latika says, "the other job pays so much more. It's a routine nine-to-five job where I'll be one

of thousands of software engineers in a large global company, so it's more stable. And you know, we could use the money."

"No question. Follow the money," Ritu urges. "You and your family need it."

"Money will come and go, Latika," Mona counters. "The Mumbai company sounds cool and will be good for your future development. I'd take that job."

What should Latika do? What would *you* do?

The choice Latika faces is all too common, and depicts the conflicts and pressures faced by high-potential women in India. Understanding these patterns and pressures, as well as the different realities for women and men, will help all organizations—and not just those in India's technology sector—consider ways of retaining and advancing high potentials, especially women.



Indian High Potentials in Technology Start on an Equal Footing

Unlike in many other countries and industries, the high-potential women in India's technology organizations whom we surveyed start their careers in similar positions, have similar levels of responsibility, and earn comparable salaries as men.

- Women and men start their careers with similar pay, even after controlling for age, job level, years of experience, and functional area.⁴
 - Women in our sample started with an average annual salary of ₹ 1,52,008 and men, ₹ 1,56,390.⁵
- Women's and men's starting job levels are similar, even after controlling for age, years of experience, and functional area.
 - Most women (90%) and men (89%) started in a non-management/individual contributor entry-level position.⁶
- Women and men had similar amounts of responsibility in their first career jobs.
 - Nine percent of women and 11% of men had P&L responsibility in their first job.⁷
 - In terms of managerial responsibility, 33% of women and 30% of men had direct reports in their first jobs.⁸

INDIA'S COMPLEX LANDSCAPE

India is a diverse land comprising 28 states⁹ and seven union territories. There are 22 constitutionally recognized languages; more than 400 spoken dialects, diverse religions and customs; and a 4,000-year history of merging cultures and traditions.¹⁰ For organizations operating in India, this demographic diversity represents both opportunity and challenge, including how to best leverage talent from under-represented groups such as women. Case in point: the World Economic Forum ranks India 105th out of 135 countries on the 2012 Global Gender Gap Index;¹¹ and the International Labour Organization ranks it 120th out of 131 for its women's labour force participation rate.¹²

STUDY SAMPLE

In this report, we examined 713 women and men working full-time in high-tech organizations and/or technology roles in India. These employees had been identified by their organizations as high-potential employees "in a range of pipeline-to-leadership positions." By definition, this is a small and select group of people in any organization. All the respondents in our final sample had completed at least a college education and were living and working full-time in India for global organizations at the time of the survey in 2012. Of the 713 employees in this report, 31% were women, and 69% were men. The average age was 33.

In growth markets like India, perhaps these findings of parity are not surprising. In such settings, demand for talented employees is intense, requiring companies to resort to talent management practices that suit this context. College “batch” recruiting is one such approach and may explain some of the early gender parity in India.

“Tagged with the batch” is one way to describe how many professionals start their career in India. The college recruiting model of hiring a “batch” or cohort of employees en masse makes for a simple employee proposition—at least at first. Most organizations basically use market parity, educational qualifications, the positioning of the educational institution, years of experience (if any), and the business need to drive placement and salary decisions. This is one way to avoid any scope of disparity arising in starting-level pay with batch hiring.

—Rani Desai, Chief People Officer
Deloitte India

Similarly, organizations in growth markets where specialized skills are in great demand may be forced to think about developing talent from the very start. Leadership opportunities that, in mature markets, might come up for individuals in their 30s or 40s are offered to people in their 20s in growth markets like India.¹³

We hire young MBA graduates and we used to identify promising high-potential talent after they spend about five years in the company. Now we identify them after just two or three years. These people are put into fast-track leadership development and leadership experiences.

—Sameer Wadhawan, Vice President
Human Resources
Coca-Cola

And They Start With Similar Aspirations to the Top

An overwhelming majority of women and men in India’s high technology sector start their careers aspiring to the top.

- Almost four-fifths (79%) of young¹⁴ high-potential men and women at the start of their careers aspire to senior executive positions, including CEO.¹⁵

From the time I was in business school, I’ve considered myself ambitious. [I] want to make it to Business Today’s Top 25 [Most Powerful Women in India] List. Not so much because it’s a gender thing—[but because it’s a recognition of being among the top]. Some of my colleagues feel that I’d be sacrificing my personal life, and even see my aspirations as manipulative . . . [But I’d like] to carve a niche out, not just for money. I was raised to not see ambition as negative . . . or manipulative.

—High-Potential Woman

But Despite the Equal Footing, a Gender Pay Gap Emerges

Despite the advantages in equal pay and early focus on talent development for high potentials, a compensation gap emerges over the course of their careers.¹⁶ Women earn less than men in their current jobs, even after controlling for age, job level, years of experience, and functional area.¹⁷

- Women reported earning ₹ 3,79,570 (approximately \$6,000) less¹⁸ than men in their current jobs.¹⁹



There Are Many Reasons for the Gender Gap

There is no single factor that fully explains the gender gap. Complex organizational and socio-cultural factors contribute to the gap in representation²⁰ and pay. Our data show that:

- Economic factors make for high job mobility among high potentials, but women and men differ in their “job hopping.”
- Women and men receive similar amounts of development through formal programs, but women receive fewer of the on-the-job experiences, or “hot jobs,” that *really* matter, such as international assignments and mission-critical roles, compared to men.
- Socio-cultural pressures of home and work adversely affect women’s aspirations and career advancement.

High Potentials in India’s Technology Sector Change Jobs Often

Growth opportunities combined with societal expectations create special pressures on high potentials in this industry—women and men alike—to continuously seek better work prospects.²¹

- At the time of the survey, almost three-quarters (72%) of the high potentials in our sample had moved on from their first employer.
- More than half (51%) had worked for three or more companies already, with an average of 12.4 years of work experience across an average of 2.8 companies.

CONSIDER THIS: EARLY INDICATORS OF A GENDER GAP IN YOUR ORGANIZATION

- How can your organization recognize the first signs of the emerging gender gap?
- What are the important metrics you should track to diagnose the problem early on?

- This trend is apparent even among new entrants into the workforce.
 - Even among high potentials who’d been working seven or fewer years,²² almost half (49%) had already worked for three or more companies, with an average of 2.7 jobs.

Women in this market showed great mobility and did change jobs often. But overall, men in our sample had worked at more companies than women, even after adjusting for age and years of experience.²³

- More than one-third of women (37%) had worked at three or more companies compared to a little more than half (58%) of men.
- While about one-third of women (36%) had stayed at a single company, only one-fifth (21%) of men had done so.²⁴

Peer pressure influences turnover in many emerging markets. In the younger generation, if people don’t change jobs all the time, they get asked “Why are you still in this job? Don’t you have anywhere else to go?”

—Marjorie A. Lyles, Professor of International Strategic Management
Kelley School of Business

And They Leave for Career Advancement and More Money

Within the highly volatile technology market, the main reason high-potential women *and* men left their first jobs was to get ahead in their careers (64%) or for more money/benefits (50%). But more men did so than women.

- More than half the women (55%) were likely to leave their first jobs for career advancement compared to two-thirds of men (67%).²⁵
- More than one-third of women (36%) compared to more than half of men (56%) left their first jobs for better compensation and benefits.²⁶

Traditional career paths require a significant amount of time spent in an organization. But a significant challenge for organizations today is that employees are more mobile, moving every couple of years. This is at odds with a traditional career path because the time spent in one organization is less. Effective organizations and successful individuals are charting new ways to define career paths and obtain experience.

—Ongmu Gombu,
Human Resources Director
Baxter India

Organizations Invest in Formal Programs

In high-growth markets like the technology sector in India, where changing jobs early and often is increasingly common, high potentials who choose a more “traditional” career path are the exception and not the rule. Organizations intent on retaining and advancing their high-potential talent in this atmosphere of high job mobility provide training and development to their employees.²⁷

CONSIDER THIS: DO PREVAILING NORMS OF HIGH MOBILITY IMPACT YOUR ORGANIZATION?

- Does your organization have retention mechanisms in place to prevent your high-potential talent from leaving for financial reasons or for career advancement?
- Does your organization inadvertently encourage frequent job-hopping in the market by paying external recruits more than internal talent? If so, how does this impact your internal high-potential pool—especially women?

Women and men in our sample were equally likely to have:

- Participated in leadership development programs in their current jobs.²⁸
- Been marked for succession planning.²⁹
- Worked on global teams that didn’t require travel.³⁰
- Spent similar lengths of time in leadership development programs.³¹

But It’s On-the-Job Developmental Experiences That Matter Most for Advancement

But previous Catalyst research³² shows that this isn’t enough. Despite good intentions and investments in formal leadership development, organizations that don’t provide women and men equal access to on-the-job developmental experiences, or “hot jobs,” fall short on their goals to advance women.



Hot Jobs Are Unevenly Distributed, Contributing to an Emerging Early Gap

In India's tech sector, some developmental experiences that lead to advancement are not allocated equally to women and men.

- Even in their very first jobs, only 30% of women had predominantly line roles—those that are more mission-critical or central to the purpose of the organization vs. staff jobs to fulfill support functions³³—compared to 48% of the men.³⁴
- The disparity continues even into these high potentials' current jobs.
 - Women had less line responsibility (35% of their job) on average compared to men (49% of their job).³⁵

Women in Technology Get Fewer of the Long-Term International Assignments That Matter

One important type of hot job—especially in India's tech sector—involves gaining international experience. India's technology sector comprises mainly organizations whose clients are predominantly based outside of India.³⁶ In such a context, international “on-site” assignments (relocations) are typically sought after by employees from a very early stage in their careers.³⁷

- Contrary to common perceptions, women in technology *do* show high mobility, having as many international assignments requiring relocation to a foreign country as men.³⁸

However, it wasn't just the number of international assignments but the duration of these relocations abroad that predicted compensation.³⁹ And women got fewer of these long-duration international relocations.

- Men's international relocations were longer on average than women's.⁴⁰
- As many as 57% of men relocated to work abroad for three or more years compared to just 18% of women who had similarly long relocations.⁴¹

Family Responsibilities Impact Willingness and Ability to Relocate

Although more than half (61%) of all respondents were willing to relocate, men were more willing to relocate than women.⁴²

- Twice as many men (53%) accepted all international relocations they were offered compared to women (26%).⁴³

But this aggregate gap masks important differences between groups of individuals.

- More non-parents (74%), regardless of gender, were willing to relocate compared to parents (53%).⁴⁴
- And among parents, men (58%) were more willing to relocate than women (36%).⁴⁵

To better understand the gender gap in the Indian technology sector, it's necessary to acknowledge the different socio-cultural pressures on women and men—especially those that have to do with parenting.

CONSIDER THIS: WHAT ASSUMPTIONS KEEP YOUR HIGH-POTENTIAL WOMEN FROM GETTING THE HOT JOBS?

For employees working in global organizations, mobility is very important. This is how more experiences and high-visibility jobs come your way. Organizations should consider how to give employees who have mobility challenges the same sort of critical exposure without having to relocate. For instance, by having them participate in global task forces or by sending them on short-term assignments for three to six months, we can ensure they get the visibility and learn from global interactions without inconveniencing those employees (especially women) who might be more reluctant or unable to permanently relocate.

—Prabha Parameswaran, Managing Director
Colgate-Palmolive, India

- What objective criteria are used to make job placement decisions that determine later access to mission-critical work (e.g., line vs. staff), international work, and other hot jobs for your employees?
- Are international relocations seen as critical developmental experiences in your organization for leaders? What alternatives to long-duration relocations can provide similar developmental exposure for high potentials in your organization?

Women and Men Face Different Socio-Cultural Pressures That Impact Their Careers

Women in India's high tech sector bear the brunt of home responsibility. Even among high potentials from dual-career marriages, where both partners have full-time jobs, women shoulder more responsibility for the home.⁴⁶

- Nearly four times as many women in dual-career marriages (19%) as men (5%)⁴⁷ reported that they had assumed the role of "stay-at-home partner" at some point in their careers.
- Correspondingly, more men (36%) than women (14%)⁴⁸ had a spouse play the role of stay-at-home partner at some point.

High Potentials in Tech Do Aspire to the Top—but Women With Young Children Less So

High potentials in India's technology sector have high aspirations: 82% of high potentials aspire to senior management positions, and that includes 33% who set their sights on the top job—CEO.⁴⁹

Although high potentials show high aspirations overall, men's aspirations are higher than women's.

- More men (87%) than women (70%) aspire to senior management roles.⁵⁰

But once again, this aggregate gap masks important differences between groups.⁵¹



Almost three-quarters of the high potentials with young children (74%) aspired to senior executive/CEO levels. Yet, a significantly higher proportion (88%) of high potentials with older or no children aspired to the top.⁵²

- Within the group of high potentials with young children, 42% of the women aspire to the top—by no means a negligible proportion but still significantly smaller compared to 85% of the men in that group.⁵³
- Women and men with older children (85% and 89% respectively), as well as women and men with no children (86% and 89% respectively) had high aspirations, which didn't differ by gender.⁵⁴
- And if we compare within gender, men across these groups didn't differ from each other, but women did. Just 42% of women with younger children compared to 85% of women with older children and 86% of women with no children reported aspiring to the top.⁵⁵

Women with young children seem to be the group with the fewest individuals who aspire to senior executive/CEO roles compared to all other groups: men with young children, women and men with older children, and women and men without children. In all these other groups, well over 80% aspire to the top. More non-parents, regardless of gender, reported having *consciously* delayed or foregone personal relationships to pursue their career aspirations compared to those who were parents.⁵⁶

So what appears at first to be an aspiration gender gap might actually be driven by pressures on women with young children—a pressure not faced to the same extent by men, women with older children, or women and men without children.

CONSIDER THIS: HOW CAN YOUR ORGANIZATION PRESERVE YOUNG MOTHERS' ASPIRATIONS?

In India, we don't have a very organized system for professional daycare and it's not common for organizations to offer on-site daycare at the office. Thus, Indian parents often rely on extended family support in raising young children. For a young woman's role as a "mother" to find an equal place as her role at work, she needs support systems in place. Otherwise, her aspirations and career suffer.

—Cecy Kuruvilla

Global Director for Leadership Development/Diversity
Sodexo India On-Site Services

- Does your organization provide logistical support in the form of daycare facilities at or close to work? Why or why not?
- Is there a role for organizations to play in the larger community in terms of outreach, education, and changing mindsets?
- How can organizations help women who downsize their aspirations at this crucial stage to stay current and stay "marketable" in their professions?

High Potentials Take Time Off to Cope With the Dual Pressures of Work and Home

In response to the dual pressures of home and work, employees don't always sacrifice their jobs. But they do take advantage of organizational time-off policies.

- More women (54%) than men (21%) reported having taken leaves of absences (LOAs) over their careers.⁵⁷
- Among those who did take at least one LOA, men (71%) were more likely to have taken a short leave of less than three months than women (29%).⁵⁸
- Among those with children—regardless of the age of those children—women took more LOAs compared to men in their respective comparison groups.⁵⁹

The reasons behind respondents' LOAs suggest that the dual pressures of home and work affect both women and men, but in different ways.

As seen in Table 1:

- Women were more than three times as likely to have taken LOAs for childcare-related reasons (excluding childbirth and maternity leave).
- Men were almost three times as likely as women to cite "elder-care and other family reasons" for taking LOAs, and almost twice as likely as women to have taken time off for personal health.

TABLE 1
Reasons for Leaves of Absence⁶⁰

Primary Reason for LOA	Women	Men
Childbirth ⁶¹	64%	13%
Childcare ⁶²	30%	9%
Personal Health ⁶³	27%	51%
Eldercare ⁶⁴	14%	43%
Self-Development ⁶⁵	7%	15%



Women Are More Likely to Stay With an Organization and Remain Loyal

Organizations must acknowledge the difference between taking temporary LOAs and dropping out of the workforce altogether. Taking LOAs shows an interest in returning to work—for the same employer—and flexible organizations that support this intention can impact employee engagement and loyalty.⁶⁶

CONSIDER THIS: WHAT ARE THE IMPLICATIONS OF LOA POLICIES IN YOUR ORGANIZATION?

- What is your organization doing to ensure that employees (women *and* men) are not penalized for taking an LOA for family or personal reasons?
- Does your organization have a policy in place for evaluating the performance of employees following long LOAs? Is this policy seen as fair by women and men?

Women Are Likely to Stay Longer in Organizations Compared to Men

Overall, high-potential women and men in India's technology sector were equally committed to their organizations.⁶⁷ Yet even after considering age and years of work experience, women changed jobs less frequently than men.⁶⁸

- At the time of the survey, 36% of the women were still at the same company where they had started their careers compared to just 21% of the men.⁶⁹

Women With Older Children Are Especially Committed

Women with older children were more committed to their organizations than men in that group.⁷⁰

- 80% of the women in this group said that they would be "happy to spend the rest of my career with this company" while only about half (41%) of the men said so.⁷¹

These women showed higher organizational commitment than women who had young children and women without children.⁷²

- Compared to 20% of women with young children and 25% of women without children, 80% of women with older children said that they would be "happy to spend the rest of my career with this company."⁷³

High Potentials in High Tech Are Satisfied With Most Aspects of Their Careers

The women in our sample were, for the most part, as satisfied or dissatisfied with their careers as men are.

- Both women and men—about 65% each—were satisfied with their overall career advancement or progression.⁷⁴
- Both women (36%) and men (39%) were satisfied with the sponsorship they'd received over their career from senior management.⁷⁵
- When comparing the rate of promotions they'd received compared to others at their level, 46% of women and 41% of men were satisfied.⁷⁶
- Women (63%) and men (62%) were equally satisfied with progress in skill development over their careers.⁷⁷
- In terms of visibility they've enjoyed with senior leaders over their careers, 65% of women and 63% of men were satisfied.⁷⁸

BRIGHT SPOTS: WOMEN WHO STAYED—AND WHY

Despite prevailing assumptions about women who are “retention risks,” especially those with children, there are women with older children who not only stay on, but also show greater loyalty to their organizations than other employees. These “bright spots” offer great insight into organizations looking for ways to retain high-potential women, as well as to individuals looking for role models.

- Pavitra⁷⁹ stayed with her first organization for 12 years. She stayed with her organization, and even the same department and team, because of her manager. The manager found ways to leverage organizational policies Pavitra didn't even know existed to help Pavitra achieve success. Her manager provided Pavitra with challenging assignments for professional development, and was also always available as a friend and source of personal support.
- Shreya wasn't as lucky as Pavitra. She left an organization six years ago that “had it all” when it came to an inclusive workplace—work from home policies, flexible hours, the ability to work from any of multiple locations, on-site daycare, to name a few of the flexible work arrangements. She left because her manager was incompetent and unreasonable. But all of Shreya's female friends who worked with her at the time have stayed with the organization. Despite occasional complaints about the work, the comprehensive employee-friendly policies inspire commitment and loyalty among these women.
- Razia stayed 14 years at one organization. At first, it was because the organization supported her skill-development and even sponsored her engineering degree. By the time Razia had her children, she chose to remain in a “comfort zone” in an organization in which she'd become embedded. But throughout, she was aware that she was getting paid less than her peers—internally and externally. When she was recruited by her current company, Razia immediately saw what she had been denied all that time: not just better pay and career growth, but also flexibility. She feels strongly that it is important for an organization to follow the spirit *and* the letter of their D&I policies—and cater inclusion to each person's needs.



But Women Are Dissatisfied With Pay and Salary Growth

The two biggest aspects of dissatisfaction for women were the compensation they've received compared to others in similar positions and the progress they've made in their salaries.

- Compared to 42% of men, 52% of women were “very” or “somewhat” dissatisfied with the compensation they received.⁸⁰
- And 44% of women were “very” or “somewhat” dissatisfied with their salary progress compared to 35% of men.⁸¹

Organizations in India Can't Afford a Leaky Pipeline of Talented Women

Despite a decade of tremendous growth and success, India's economy is currently in a tight spot.⁸² As the rupee recovers from record lows, organizations in high-growth areas in India such as technology are preparing to continue to write the story of great economic and social change in India. Women in technology can play an important role in this story.

Tackling a multi-faceted, complex problem like increasing gender inclusivity and parity requires a multi-pronged, holistic approach, involving a network that includes individuals, the social environment, the government—and importantly, organizations.⁸³ Companies in the technology sector in India are well-positioned to lead this effort, having already established themselves as the pioneers in championing diversity initiatives.⁸⁴

Women and men start off on an equal footing when it comes to pay and level. Organizations invest a lot in developing future leaders.⁸⁵ But as

CONSIDER THIS: DO YOU KNOW WHAT SATISFIES YOUR HIGH-POTENTIAL TALENT?

- Does your organization track specific aspects of satisfaction such as actual pay, pay equity, and pay growth?
- Does your organization measure employee engagement?
- Does your organization conduct exit interviews—and more importantly, act on data from exiting employees?

these high potentials progress in their careers and move through different stages of life, various organizational and socio-cultural factors lead to a gender gap in representation (especially at leadership levels) and pay.

Even though women and men are highly mobile, changing jobs early and often, women are less likely than men to chase money and higher positions. And while women and men are also highly mobile when it comes to the number of international assignments they receive, men's assignments tend to be longer, contributing to the pay gap. High-potential women in the technology sector are unhappy about this pay gap, expressing dissatisfaction about their salary growth and level compared to their peers.

Focusing on ensuring pay equity, equal access to developmental opportunities, and flexible and inclusive environments for women is critical for retaining this key talent.⁸⁶ In India's growth economy, with high job mobility and corresponding high demand for talent, organizations must do everything they can to attract and retain women—who might end up being among their most committed employees.

Endnotes

1. NASSCOM, "Indian IT-BPO: Trends & Insights."
2. CNET, "How Outsourcing is Boosting Prospects for Indian Women."
3. High Potentials in this research series were MBA graduates from top business schools around the world. For more details, see the *The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline Methodology* (2013).
4. Line vs. staff roles were used as the indicator of functional area. In a hierarchical regression, gender was not a statistically significant predictor ($p > .1$) of starting compensation, controlling for age, job level, functional area and years of experience.
5. This difference is not statistically significant.
6. This difference is not statistically significant.
7. This difference is not statistically significant.
8. This difference is not statistically significant.
9. A resolution was passed on July 30th, 2013, for a 29th state "Telangana" to be formed. Congress Working Committee, *CWC Resolution on Telangana* (July 30, 2013).
10. For additional information about India's complex economic and socio-cultural landscape, see *Catalyst, First Step: India Overview* (2014).
11. The Global Gender Gap Index is measured by the World Economic Forum. It ranked 135 countries in 2012 on the size of their gender gap between women and men in four areas: economic participation and opportunity, educational attainment, political empowerment, and health and survival. Ricardo Hausmann, Laura D. Tyson and Saadia Zahidi, *The Global Gender Gap Report 2012* (World Economic Forum, 2012).
12. Ejaz Ghani, William Kerr and Stephen D. O'Donnell, "Promoting Women's Economic Participation in India," *Economic Premise*, vol. 107 (February 2013): p. 1-6; International Labour Organization, "India: Why is Women's Labour Force Participation Dropping?"
13. The youngest employees in our sample (those under 30) were 25 years old on average when they were designated as "high potentials." Among those employees who are currently 30-39 years old, the average age when they were identified as "high potential" was 29. And that average age is even higher—33 years—among those in our sample who are currently over 40. $p < .05$.
14. Under 30 years of age.
15. This difference (77%, women; 81%, men) is not statistically significant.
16. The employees in the sample had completed an average of 12.4 years in their careers at the time of the survey.
17. Line vs. staff roles were used as the indicator of functional area; current compensation at the time of the survey was used as an index of change in compensation over time, since compensation during the first job wasn't statistically different between women and men.
18. The difference is 21% of the average income in this sample.
19. In a hierarchical regression, gender was a statistically significant predictor ($p < .05$) of current compensation, controlling for current age, current job level, functional area (line/staff), and years of experience.
20. Catalyst, *Pyramid: Indian Women in Business* (November 1, 2010).
21. Carol Upadhy and A. R. Vasavi, *Work, Culture and Sociality in the Indian IT Industry: A Sociological Study* (IDPAD, 2006).
22. Seven years was taken as a cut-off since this represents approximately a fifth of the sample.
23. Women had worked for an average of 2.3 companies and men worked for an average of 3.1 companies, $p < .05$.
24. $p < .05$.
25. $p < .05$.
26. $p < .05$.
27. Deepali Bagati, *2010 India Benchmarking Report* (Catalyst, 2011).
28. Of respondents, 36% of the women and 43% of the men were currently enrolled in a leadership development program. This difference is not statistically significant.
29. Of respondents, 8% of the women and 13% of the men were marked for succession planning. This difference is not statistically significant.
30. Of respondents, 30% of the women and 38% of the men had worked in such projects that involved international teams but not international travel. This difference is not statistically significant.
31. Of respondents, 65% of women and 57% of men spent less than 6 months in leadership development programs. This difference is not statistically significant.
32. Christine Silva, Nancy M. Carter and Anna Beninger, *Good Intentions, Imperfect Execution? Women Get Fewer of the "Hot Jobs" Needed to Advance* (Catalyst, 2012).
33. As defined in the survey, line jobs include responsibility for profit and loss, income/revenue generation, and/or direct client service responsibility (e.g., profit centers like sales, marketing, product development, manufacturing). Staff roles take the form of support functions, where employees are responsible for providing functional support to line operations (e.g., cost centers like human resources, corporate legal, finance, public relations).
34. $p < .05$.
35. $p < .05$.
36. Subhash Bhatnagar, "India's Software Industry," in *Technology, Adaptation, and Exports: How Some Developing Countries Got It Right*, ed. Vandana Chandra (Washington, DC: World Bank, 2006), p. 49-83.
37. This report focuses on women and men in technology in India, with a large proportion of respondents drawn from organizations that are outsourcing destinations for clients based abroad. As such, international postings are more coveted than domestic relocations. Our findings therefore focus more on these international assignments.
38. Women average 2.7 international assignments over their careers, while men average 3.4 international assignments. After controlling for current age and amount of work experience (time since they started working), these differences become statistically non-significant.
39. In a hierarchical regression, the time spent abroad on an international assignment was the only statistically significant relocation-related predictor of current compensation ($p < .01$), controlling for current age, current job level, willingness to relocate, number of international relocations, and history of taking all relocations offered.



40. Men had spent on average 4.1 years on international assignments while women had spent on average 2.6 years on these; $p < .05$.
41. $p < .05$.
42. Women at 2.8 vs. men at 2.3 on a 5-point scale from 1="very willing" to 5="not willing at all" to relocate for career/job reasons in the future; $p < .05$.
43. $p < .05$.
44. $p < .05$.
45. $p < .05$.
46. In our sample, only 45% of the men but 84% of the women reported having spouses working full-time at the time of the survey.
47. $p < .05$.
48. $p < .05$.
49. In fact, as we saw earlier, even young (under 30 years of age) high-potential men and women at the start of their careers in India's high tech sector aspire to senior executive positions.
50. $p < .05$.
51. Children require different kinds and amounts of care at different ages. Women and men in India subscribe to traditional gender roles when it comes to childcare. Aparna Banerji and Amanda Yik, *Diversity & Inclusion in Asia Country View: India* (Community Business, 2012). Recognizing these two considerations, we considered three categories based on parental status: 1) Parents of Young Children = those with only children aged 5 and under; 2) Parents of Older Children = parents of children 6 and over, who might also have younger children; 3) Non-parents = those with no children.
52. $p < .05$.
53. $p < .05$.
54. These differences were not statistically significant.
55. $p < .05$.
56. 41% of "non-parents" compared to 22% of parents; $p < .05$.
57. $p < .05$.
58. $p < .05$.
59. Women (77%) vs. men (21%) with young children; women (63%) vs. men (15%) with older children had ever taken LOAs. There were no statistically significant differences in the LOAs taken by non-parent women (33%) and men (27%).
60. Bolded figures indicate statistically significantly higher proportion. Not everybody responded to this set of questions, and as such, some of the comparisons are between small numbers of individuals and results may be generalized only with caution.
61. $p < .05$.
62. $p < .05$. Including childcare for health and other reasons and child adoption but excluding childbirth.
63. $p < .05$.
64. $p < .05$.
65. Including education and sabbaticals.
66. Catalyst, *Flex Works* (2013).
67. Women 3.2 vs. men 3.1; This difference is not statistically significant.
68. Women had worked for an average of 2.3 companies and men worked for an average of 3.1 companies; $p < .05$.
69. $p < .05$.
70. Women 3.9 vs. men 3.2; $p < .05$.
71. $p < .05$.
72. $p < .05$.
73. $p < .05$.
74. This difference is not statistically significant.
75. This difference is not statistically significant.
76. This difference is not statistically significant.
77. This difference is not statistically significant.
78. This difference is not statistically significant.
79. Not their real names.
80. $p < .05$.
81. $p < .05$.
82. "How India Got Its Funk," *The Economist*, August 24, 2013.
83. NASSCOM-Mercer, *Gender Inclusivity in India: Building Empowered Organizations* (2009).
84. NASSCOM-Mercer, p. 3.
85. Bagati, p. 9.
86. See *Assessing the Talent Management of High-Potential Women in India* (Catalyst, 2014).

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